

# Leading and Managing: People, Culture and Vision



Inspired Leadership Programme 2012  
Chris Jansen – University of Canterbury



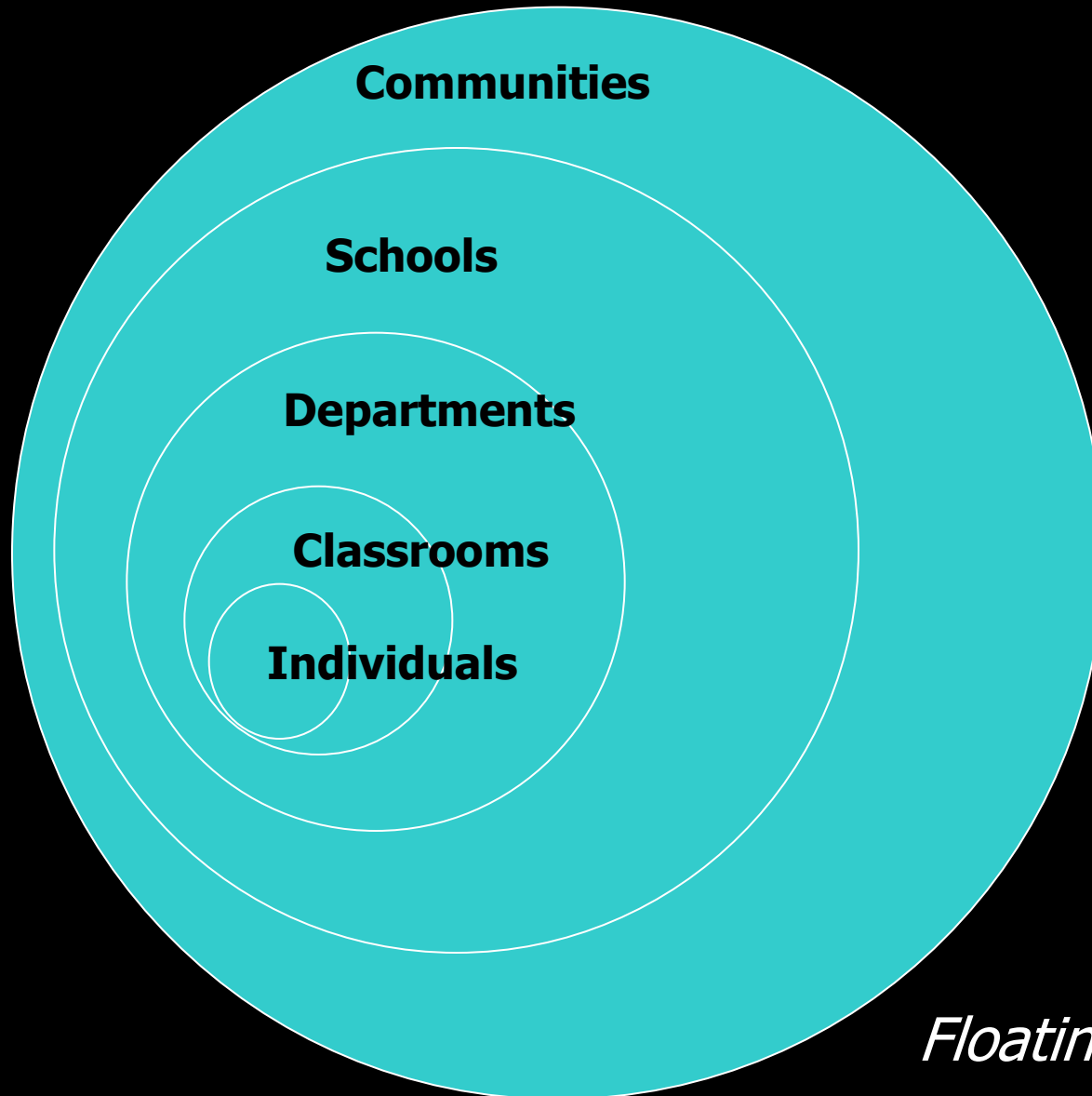
# Overview

- leadership vs management
- building engagement
- cranking up our leadership
  1. proactive mentoring
  2. fostering interaction
  3. shared power
  4. collective values and vision






# Growing leadership influence



*Floating to the top....*

A wide-angle shot of two surfers riding a wave. The surfer in the foreground is crouched low on a purple surfboard, creating a large splash of white water. The second surfer is further back and to the left, also riding the wave. The ocean is a deep blue with visible wave patterns. The sky is a pale, clear blue.

Mike Parsons  
Final Wave

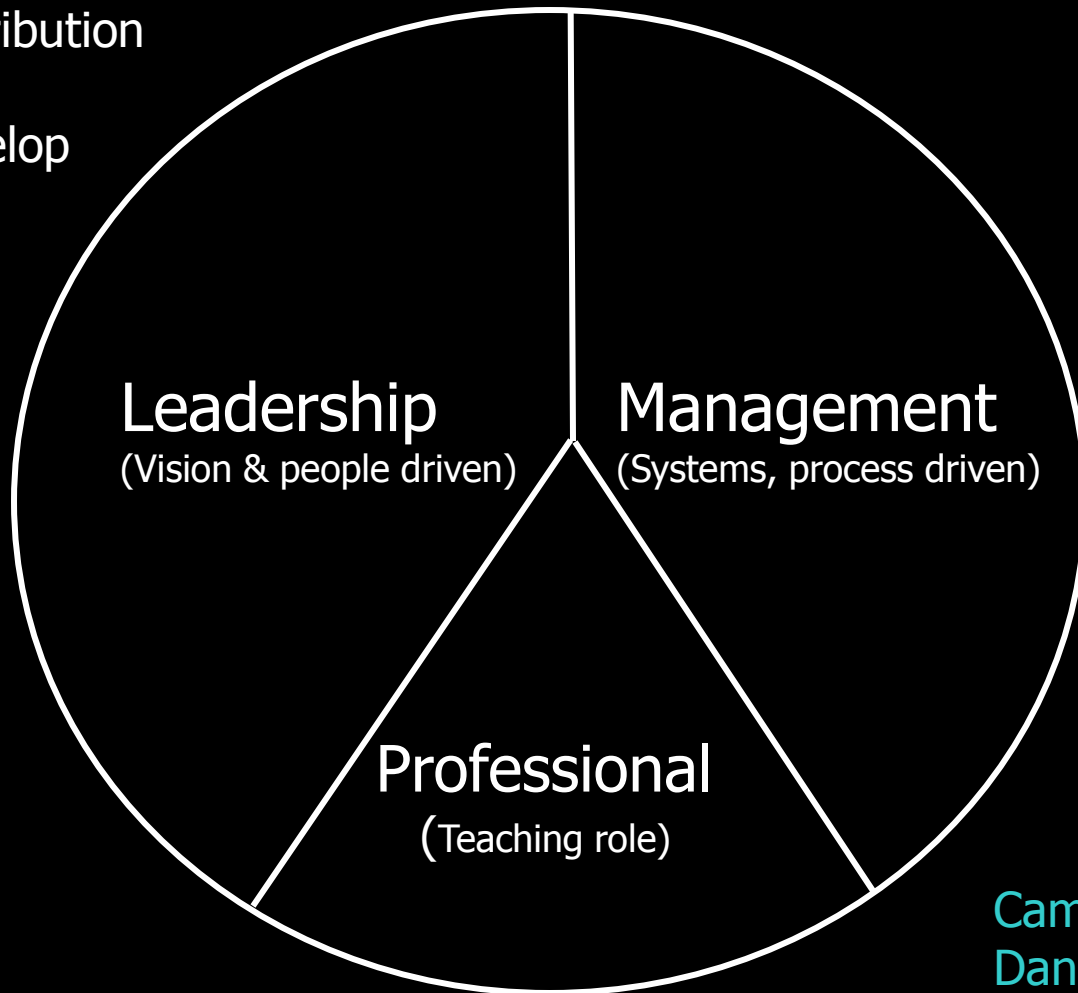


# The Roles of a Manager

Vision  
Meaningful Contribution  
Values  
Engage and develop  
people  
Create context



Commitment,  
Change & Hi-  
Performance



Plan  
Organise  
Control  
Administer systems  
Critique  
Create Order



Stability, Efficiency

Cammock (2001) The  
Dance of Leadership

# Management and Leadership

Management Focus	Leadership Focus
Tasks/things	People
Control	Empowerment
Efficiency	Effectiveness
Doing things right	Doing the right things
Speed	Direction
Practices	Principles

## Management

- Planning & Budgeting
- Organizing & Staffing
- Controlling & Problem Solving



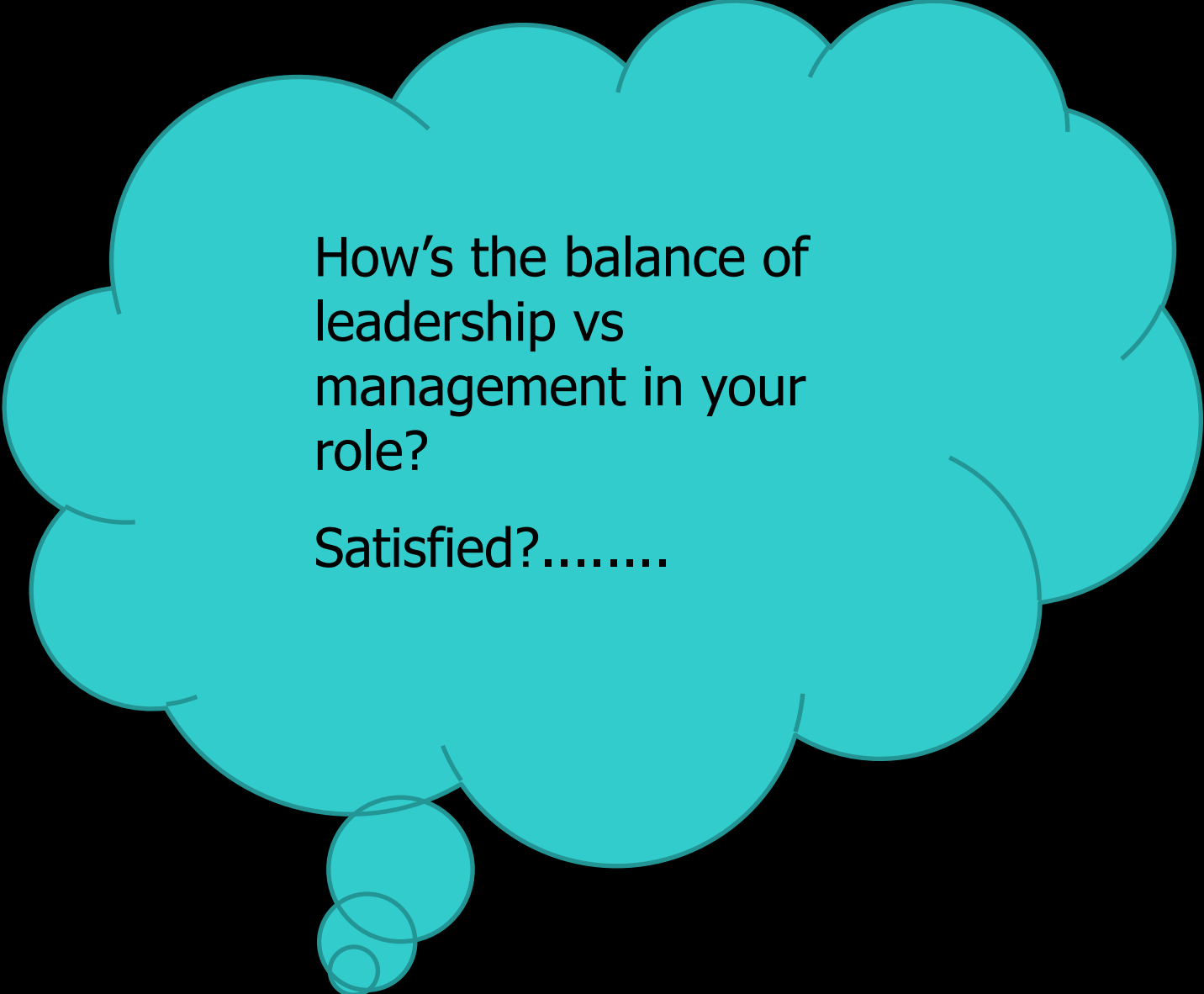
**Produces Predictability  
and Order**

## Leadership

- Establishing Direction
- Aligning People
- Motivating & Inspiring



**Produces Change**



How's the balance of  
leadership vs  
management in your  
role?

Satisfied?.....



Cranking up our  
leadership  
performance



# Engagement leads to peak performance

*Sample culture survey:*

*Rate each question from 1 (low) to 5 (high)*

*Add up total out of 25*

- 1) I really care about the future of my organisation*
- 2) I am proud to tell others that I work for this organisation*
- 3) My organisation inspires me to do my best*
- 4) I would recommend my organisation to a friend as a good place to work*
- 5) I am willing to put in a great deal of effort and time beyond what is normally expected*

# 1) Proactive mentoring

**“employee first – customer second”**

*Anand Pillai*


## ***Recognise and value people***

- *Strong belief in people*
- *Prioritize them and take the time*
- *Creating space to empower people*
- *Notice, listen, appreciate*
- *Enlarge their self belief*
- *Recognise their strengths and passions*

## ***Develop people***

- *They leave in better shape than when they arrived*
- *Create support structures to meet needs*
- *Make opportunities available*
- *Support initiative and boundary pushing*
- *Note achievements*





*Who are you actively  
developing and looking  
out for?*

*Who is looking out for  
you?*

## 2) Foster interaction and shared learning

"a healthy organisation is one in which all participants have a voice"  
(Peck ,1988).

"It is no longer sufficient to have one person learning for the organisation... Its just not possible any longer to figure it out from the top, and have everyone else following the order of the 'grand strategist'. (Senge , 2002)

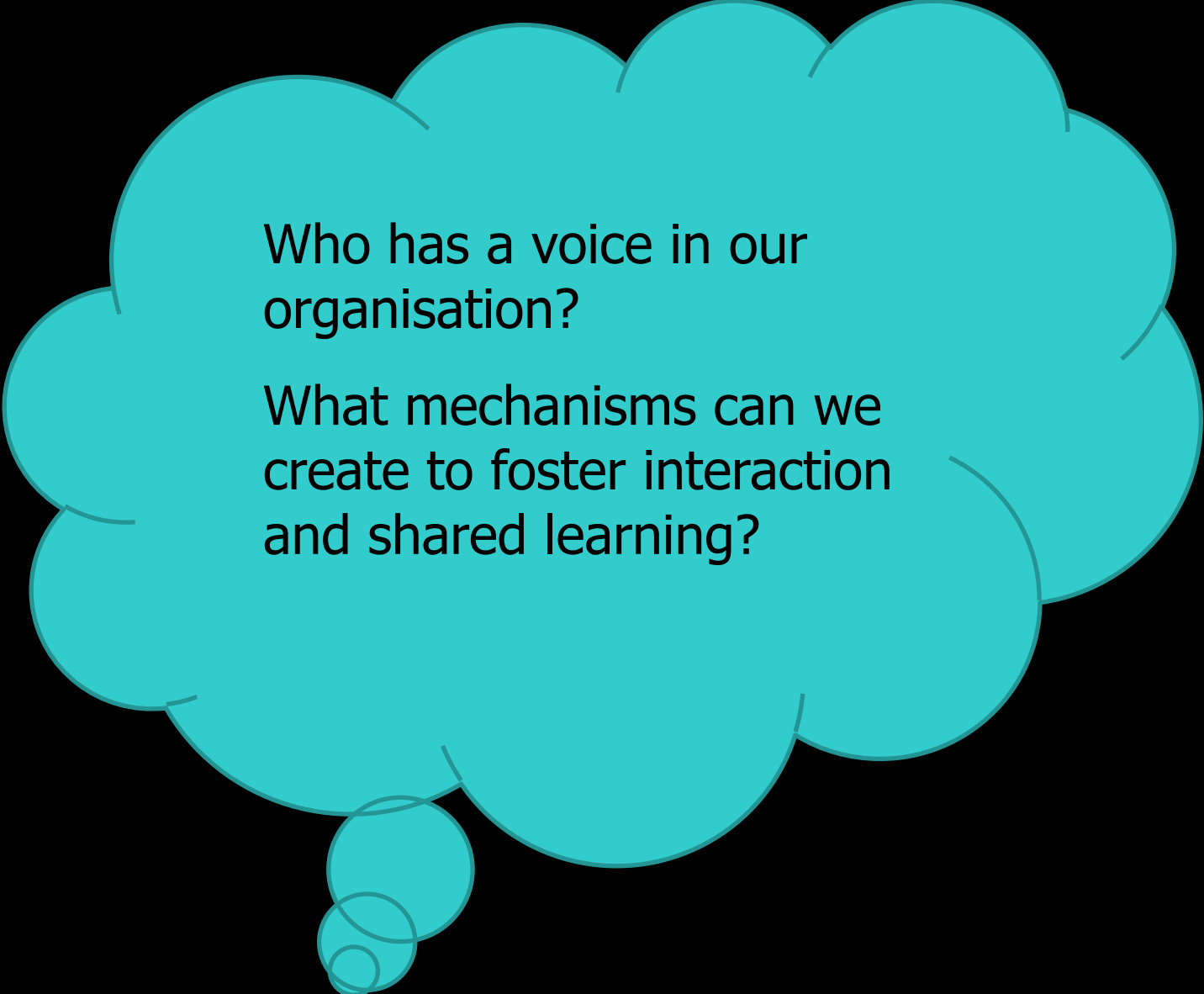
### ***Develop culture***

- *Creating open environments*
- *Fostering high trust*
- *Build positive relationships*
- *Restorative environment*
- *Compliment each other's strengths*

### ***Foster learning***

- *Role model a learning attitude*
- *Opportunities to dialogue and build networks*
- *Listening to leverage collective intelligence*
- *Redesign social architecture*
- *Take time to consult, get buy in and find the best solution*
- *Generate feedback*





Who has a voice in our organisation?

What mechanisms can we create to foster interaction and shared learning?



### 3) Share power and decentralise control

#### ***Share leadership***

- *We are all leaders*
- *Break down hierarchy*
- *Share responsibility and accountability – bit by bit ...*
- *Create ownership and empowerment*
- *Delegate and let go*
- *Foster interdependence*
- *Master the process – not the content*

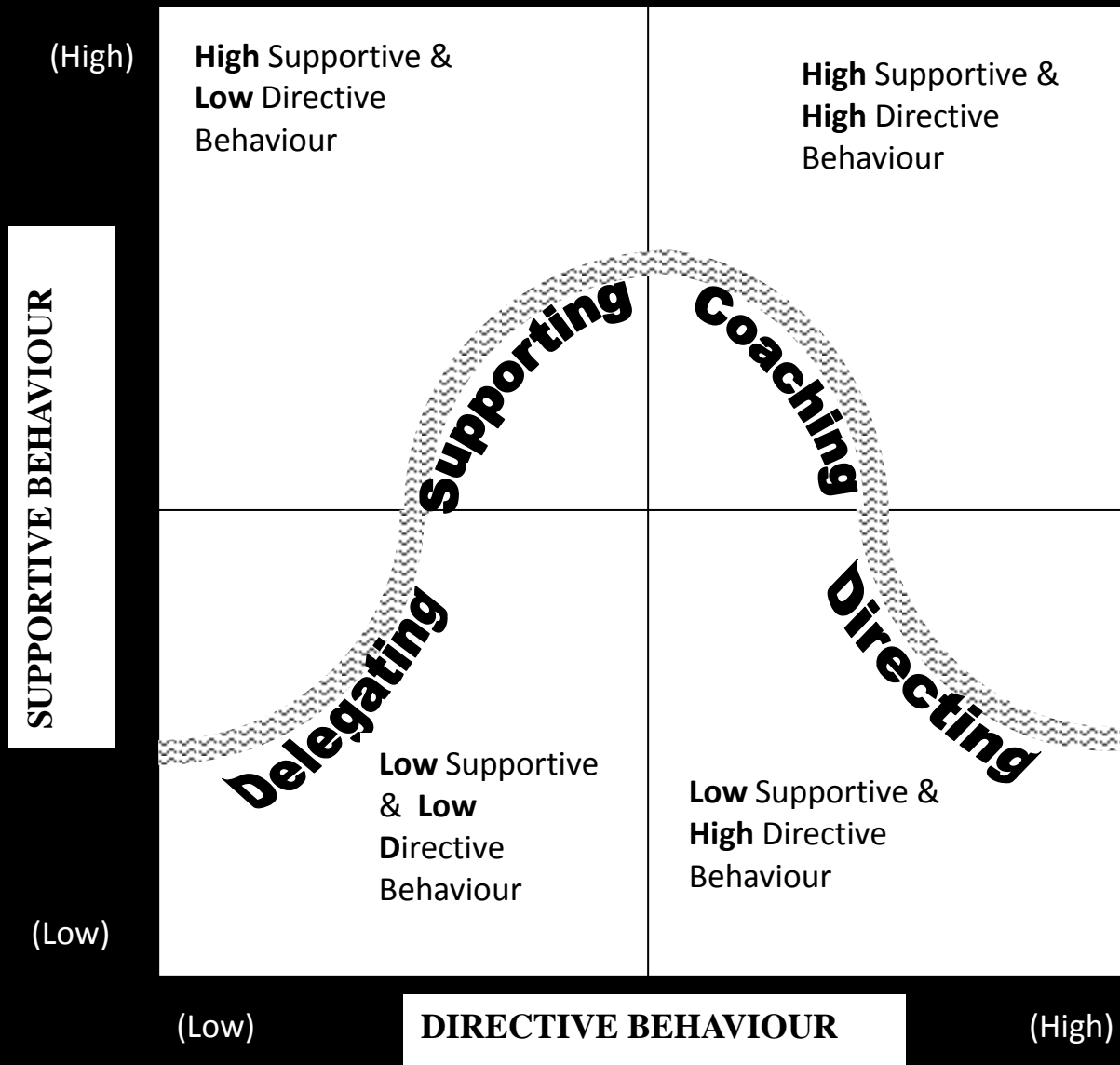


“Traditional organisations require management systems that control peoples behaviour, learning organisations invest in improving the quality of thinking, the capacity for reflection and team learning, and the ability to develop shared visions and shared understandings of complex issues” (Senge, 2002)

# A framework for empowerment



# Situational Leadership



*Go to the people,  
Live with them,  
Learn from them,  
Love them,  
Start with what they know,  
Build with what they have,  
But with the best leaders,  
When the work is done,  
The task accomplished,  
The people will say,  
"We have done it ourselves"*

Chinese Philosopher Lao Tsu



Who makes the  
decisions?

How could power  
be shared more  
effectively?

## 4) Explore and Articulate Shared Values



We need to be culturally tight and managerially loose. Order and design are not externally imposed but emerge as a result of the combination of individual freedom and shared core values

### ***Getting on the same page***

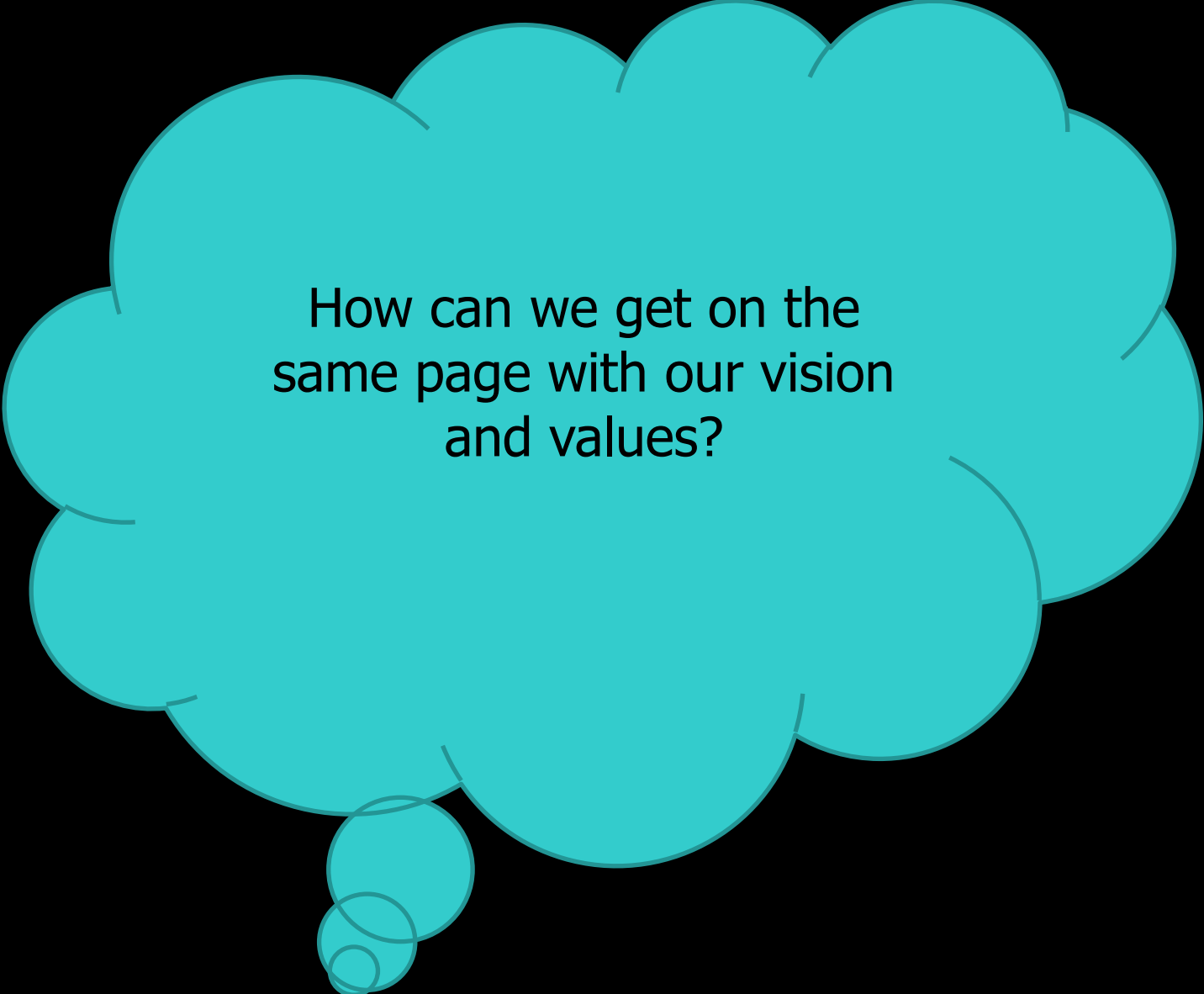
- *Explore individual values and negotiate organisational values to fit*
- *Role model values in leadership behaviour*
- *Reconnect all staff with personal moral purpose*
- *Establish benchmark of needs*
- *Create clarity around shared vision*
- *Leave space for emergent outcomes*



# LYNGO Project - Deeply held values



*Equality*  
*Social Justice*  
*Compassion*  
*Dignity and respect*  
*Generosity*  
*Honesty and integrity*  
*Passion and energy*  
*Humility*  
*Quality*  
*Commitment*



How can we get on the  
same page with our vision  
and values?

# Cranking up our leadership performance....



1. Proactive mentoring
2. Foster interaction and shared learning
3. Share power
4. Collective values and vision

## What is success?

To laugh often and much  
To win the respect of intelligent people  
And the affection of children  
To earn the appreciation of honest critics  
And endure the betrayal of false friends  
To appreciate beauty  
To find the best in others  
To leave the world a bit better  
Whether by a healthy child, a garden patch  
Or a redeemed social condition  
To know even one life has breathed easier  
Because you have lived  
This is to have succeeded

RALPH WALDO EMERSON



# Keeping in contact....

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